

DD / S R E G I S T R Y  
F I L E Medical

Director of Medical Services

1-D-40-67 Headquarters

FYI. ExDir comments following my  
distribution of the two follow-on papers.  
Let's discuss again soon.

/s/ Robert S. Wattles

Robert S. Wattles

21 JUL 1972

Acting Deputy Director for Support

7-D-24 Headquarters



STAT

A-DD/S:RSW:llc (21 July 1972)

**Distribution:**

- 0 - Addressee w/xcy DD/S 72-2845
- 1 - ☐ w/xcy DD/S 72-2845
- 1 - DD/S Chrono w/o att
- 1 - DD/S Subject w/O att
- 1 - RSW Chrono w/o att

DD/S 72-2845: Memo for DD/S frm ExDir dtd 18 Jul 72 subj: The "Youth Study"

2 August 72

Meeting scheduled:

Friday - 4 August 72

2:00 p.m.

Subj: Youth Study

Participants

RSW

Dr. Tietjen

STAT

Approved For Release 2003/06/20 : CIA-RDP84-00780R004600120009-2  
SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM

☒ UNCLASSIFIED ☐ CONFIDENTIAL ☐ SECRET

### OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	DD/S		
2			
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4			
5			
6			

<input type="checkbox"/> ACTION	<input type="checkbox"/> DIRECT REPLY	<input type="checkbox"/> PREPARE REPLY
<input type="checkbox"/> APPROVAL	<input type="checkbox"/> DISPATCH	<input type="checkbox"/> RECOMMENDATION
<input type="checkbox"/> COMMENT	<input type="checkbox"/> FILE	<input type="checkbox"/> RETURN
<input type="checkbox"/> CONCURRENCE	<input type="checkbox"/> INFORMATION	<input type="checkbox"/> SIGNATURE

Remarks:

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.	DATE
Executive Director-Comptroller	19 Jul 72

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Executive Registry  
72-1686/5

18 July 1972

DD/S 72-2845

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : The "Youth Study"

REFERENCE : Memo to DD/S from the Human Resources Study Group dtd 27 Jun 72, Subj: Commentary on the "Youth Study" and on the Recommendations of the Working Committee

1. Thank you for this sensible review by the Human Resources Study Group and, in particular, for their analysis of the "Working Committee" Report and Memorandum. I would be most appreciative of a chance to meet with the Study Group for a discussion of this general topic sometime in the near future.
2. With respect to the summary recommendations in paragraph 8:
  - a. We have already distributed the report to the Deputies.
  - b. I have reviewed and find much interest in the Memorandum. I do believe, however, that the idea of a -type exercise would be most difficult to organize in this compartmented Agency and might involve more stir than is really indicated as necessary. I submit to you that most of the important subjects of concern mentioned in the Memorandum fall in the general field which could be integrated into a revised PMMP exercise. As I envisage it, this would involve an annual plan and periodic reviews of performance on most of the matters suggested in the Memorandum. I would like to get this under way and see whether we can make some impact on this general subject through that vehicle before launching any major exercise such as suggested in the Memorandum.

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- 2 -

c. Again, I suggest that the identification of problems and their qualitative and quantitative evaluation could develop as an inherent part of a revised PMMP process. This might identify specific matters requiring Study Group action, but I think we would do better to get the PMMP going as a focal point for action on this subject before generating more research.

3. The points made about communication in paragraph 6 of the Memorandum are certainly appropriate. Again, I think that, if we could get the PMMP process actually to work, it would provide in itself a vehicle for better communication.




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W. E. Colby

Executive Director-Comptroller


Attachment:  
Reference

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TRANSMITTAL SLIP		DATE 13 JUL 1972
To: Executive Director-Comptroller		
ROOM NO. 7D59	BUILDING Hqs	
REMARKS:  FYI - per discussion at the Deputies' Meeting on 7 July 1972.  		
FROM: Acting Deputy Director for Support		
ROOM NO. 7D18	BUILDING Hqs	EXTENSION

FORM NO. 241  
1 FEB 55REPLACES FORM 36-8  
WHICH MAY BE USED.

(47)

TRANSMITTAL SLIP		DATE <b>13 JUL 1972</b>
TO: Executive Director-Comptroller		
ROOM NO. 7D59	BUILDING Hqs	
REMARKS:  FYI - per discussion at the Deputies' Meeting on 7 July 1972.  		
FROM: Acting Deputy Director for Support		
ROOM NO. 7D18	BUILDING Hqs	EXTENSION

FORM NO. 241  
1 FEB 55

REPLACES FORM 36-8  
WHICH MAY BE USED.

(47)

Acting DD/S:RSW/ms (13 July 72)

Distribution:

Orig TS - Adse, w/cy of 2 Atts \*

Orig TS ea to: DD/I

DD/P

DD/S&T

D/Pers

D/PPB

IG

General Counsel

(w/cy of 2 Atts\*)

1 - DD/S Chrono

1 - DD/S Subject, w/extract of DD/S 72-2776 &  
Background (including the 2 Atts\*)

\*Atts:

DD/S 72-2651: Memo dtd 27 June 72 for DD/S fr The Human Resources Study Group, subj: Commentary on the "Youth Study" and on the recommendations of the Working Committee

Memo dtd 18 Apr 72 for DD/S fr Chairman, Human Resources Study Group, subj: The "Youth Study", encl: Memo dtd 17 Apr 72 fr The Youth Working Committee of the Human Resources Study Group, subj: The Generation Gap in CIA

ER 72-3761/1

13 July 1972

MEMORANDUM FOR THE RECORD

SUBJECT: Deputies Meeting on 7 July 1972

E-X-T-R-A-C-T

"Youth Study

"7. The Executive Director observed that problems of communication and motivation are not particular to youth. The ADDS said that the Senior Committee of the Human Resources Study Group has prepared a follow-on report. The Executive Director asked that it be circulated before any decision is made with respect to further action."

E-X-T-R-A-C-T

/s/

Assistant to the Executive Director

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Attachment:  
Agenda

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ROUTING AND RECORD SHEET				
SUBJECT: (Optional)				
FROM: 25X1 C/PSS/OMS 706 C of C Bldg.		EXTENSION	NO.	
			DATE 28 June 1972	
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. DMS	5 JUN 1972	5 JUL 1972	W331 #2 JRT	
2.				
3. DD/S 7-D-18 Hdqs.				
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27 June 1972

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Commentary on the "Youth Study" and on the  
recommendations of the Working Committee

REFERENCES : (1) A Report on Agency Young Professionals  
prepared by a Working Committee of  
the Human Resources Study Group,  
February, 1972.

(2) Memorandum, "The Generation Gap in CIA",  
same authorship, 17 April 1972.

1. After reviewing the referenced papers, you observed that some further consideration by the Human Resources Study Group on their meaning and implications could be helpful. This memorandum is offered in that light.

2. The Study Group believes that the first referenced paper presents an essentially objective rendering of the findings. It answers the question, "Is there a youth problem?" with the general conclusion that our younger officers do not hold views which set them apart from older and higher graded officers. The conclusion is sufficiently substantiated by the data that further pursuit of this question does not appear to be warranted.

3. At the same time, the study identified the principal issues of concern to younger professional officers, and found that they were essentially personalized matters expressed in terms of lack of career planning, headroom, promotions, desirable assignments, being kept informed, and getting someone to take an interest in their futures. The paper took note of the similarity in both priority and strength of the specific concerns of this group with those articulated by other groups in previous studies. In essence, the problems identified are those of everyday management. The Study Group believes that these are matters which merit serious attention.

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SUBJECT: Commentary on the "Youth Study" and on the  
recommendations of the Working Committee

4. The second referenced paper presents editorializing commentary by the Directorate representatives on the Working Committee who conducted the interviewing for the study, and concludes with an action recommendation. Much of the tenor and some of the substance of this commentary seem to be inconsistent with or unrelated to the findings of the study. For example, the second paper spotlights the discontent of those junior officers who "waver in their commitment to CIA", even though the first paper makes it clear that such views characterize a small minority of those interviewed. This kind of selective emphasis, together with the rhetoric linking the "restlessness" of young Agency professionals with the attitudes of youth in American society at large, seems tantamount to claiming that there really is a generation gap in CIA, even though the study didn't find one.

5. The fact that the thrust of the second paper seems to be at odds with the findings of the first puts a spotlight on the area of values and perspectives. Some who look to the young professionals as a source of new ideas, seek and expect to find an atmosphere of ferment and discontent, characterized by a rigorous questioning of Agency goals and mission and an examination of personal commitment in the light of such conflict. Some who read the study findings (and this includes some members of the Study Group) were disappointed to find so little discontent voiced in these terms, and interpreted the focus of concern with the more personalized issues of career management and advancement as regrettable. Some who felt this way were inclined to applaud the thrust of the Working Committee's second paper, because even though it was not an accurate reflection of the majority opinion of the young people studied, it showed the kind of spark they had hoped to see in that majority. In any case, it is clear that the Directorate representatives on the Working Committee who conducted the interviews of young professionals were deeply impressed by those who voiced serious concern about their Agency careers, and while some Study Group members felt that some of the concern was addressed to the wrong issues, they, too, were impressed. Perhaps the numbers who are sufficiently disturbed as to "waver in their commitment" to intelligence careers and to CIA are few, but who are they? If they are indeed those with the spark to become the creative cutting edge of the Agency in the future, we should know this. How many of those who leave fit this description? How do those who waver and decide to stay arrive at their decision? These questions point up the fact that we know far too little about the process by which commitment to an Agency career comes

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SUBJECT: Commentary on the "Youth Study" and on the  
recommendations of the Working Committee

about, and far too little about those who leave. Research  
on both seems in order.

6. Two other aspects of the second referenced paper merit comment. First is the assertion that the problems pointed to in the study have been "largely ignored for so long". Far from being ignored, they are the subject of the most searching examination at the highest levels of the Agency, highlighted by discussions most recently at the Director's annual conference which resulted in a call by the Executive Director for action memoranda in all of the areas mentioned in the study. However, the fact that such an assertion is made suggests that Agency management is not adequately communicating down to the working level its concern and its determination to find solutions to these problems. Clearly, there is a job to be done here.

7. The second aspect concerns the paper's recommendation for an interdirectorate commission and multiple task forces to further study the problems and to implement change. This proposal continues to bring a mixed reaction from the Study Group. Those who favor such an approach applaud the interdirectorate concept, believing that at least some of the problem areas have to be addressed on an interdirectorate basis, and also point to the task forces as one means of involving large numbers of people in the search for solutions, communicating at the same time management's serious concern with these problems. Those opposed see this as an unnecessary duplication of problem-solving efforts already underway. In either case, the proposal is in the nature of an action recommendation which is not normally within the purview of the Human Resources Study Group, whose charter calls for studying the need for research and recommending research in the human resources area.

8. In summary, we offer three observations:

(a) The first referenced paper makes a significant contribution to the data base on the questions it addresses. We urge that it be given the widest possible circulation. The appendices, summarizing the data by Directorate, should be circulated only at the discretion of each Deputy Director.

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SUBJECT: Commentary on the "Youth Study" and on the  
recommendations of the Working Committee

(b) The second referenced paper should not be regarded as a part of the Youth Study and is not endorsed as such by the Study Group. However, as a serious statement by those who conducted the interviewing for the study, the views expressed and the recommendation it makes merit consideration in the context of the findings of the Youth Study.

(c) Finally, the question of whether or not the Study Group has a further role to play in any of the issues discussed here continues to concern us. We believe that the questions raised in Paragraph 5 about the process of career commitment and the characteristics of those who leave and those who stay represent an area needing new research initiative. We welcome guidance and direction in formulating researchable questions in these and other areas which senior management and other readers of these papers may help us to identify.

The Human Resources Study Group



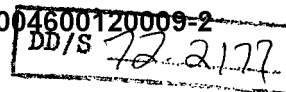
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31 MAY 1972  
DD / S R E G I S T R Y  
F I L E *Medical*

MEMORANDUM FOR: Chairman, Human Resources Study Group

SUBJECT : The "Youth Study"

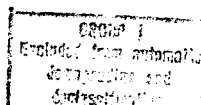
REFERENCE : (a) My memorandum to DD/S, subject as  
above, dated 9 May 1972  
(b) My memorandum to DD/S, Subject:  
Proposal for a Systems Analysis of  
Psychological Data Pertaining to  
Problems of Agency Human Resources,  
dated 18 September 1970

1. The proposal of the ad hoc Working Committee, together with the comments of the Study Group, have been forwarded to the Deputy Director for Support as per reference. It would be helpful, I think, if additional contributions from the Study Group were available also.

2. You will recall that the Study Group came into being at the suggestion of the previous DD/S. At that time the DD/S was responding to proposals from this office that PSS studies relate closely to management needs. A paper entitled, "Proposal for a Systems Analysis of Psychological Data Pertaining to Problems of Agency Human Resources" (Reference b), outlined these proposals and identified a variety of topics that might be considered. The Study Group came into being as the mechanism whereby study topics could be identified to the DD/S. The subsequent "Youth Study" evolved from a Study Group proposal that was approved by the DD/S and the Executive Director-Comptroller.

3. The comments on the "Youth Study" made by the Study Group on 14 March 1972 stated that the initial report "does indeed merit further study and consideration of possible action implications" and that the Group "is continuing its deliberations and hopes to forward action recommendations at a later date."

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**SUBJECT: The "Youth Study"**

It is understood that the recent contributions of the ad hoc Working Committee reflect the views of the members of that committee and do not represent the official position of the Study Group. It would appear then that some form of further observations may yet be expected from the Study Group.

4. I would like to ask the Study Group to forward its observations soonest. It would seem advantageous for management to have all of the pertaining views at the same time. I am making a copy of this memorandum available to the DD/S with the suggestion that he suspend further consideration until these views are available.

In making your views available, I know you will want to be guided by your basic charter. It might be helpful though, on this one occasion, to digress from normal parameters and offer comment also on the suggestions made by the members of the ad hoc Working Committee.

SIGNED

JOHN R. TIETJEN M.D.

JOHN R. TIETJEN, M. D.  
Director of Medical Services

~~cc:~~ DD/S

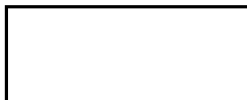


Assistant to Executive Director-  
Comptroller  
7E-12 Hqs.

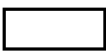
Ben:

Mr. Colby forwarded the "Youth Report" to the Deputies on 27 March 1972 (ER 72-1686). However, the attachments to the report were not forwarded. I am returning the latter to you for possible dissemination since DD/S suggests that it would be helpful to each Deputy to read them before discussion in a future Deputies meeting.

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EO-DD/S 7D-24 Hqs. 

9 JUN 1972

EO-DD/S:LDP:es (13 June 72)

Distribution:

Orig - Adse w/6 cys of Appendices A-D of "Youth Report"

✓ 1 - DD/S subject

1 - DD/S chrono

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